



# **Departmental Quarterly Performance Report**

**Department Name: General Services Administration**

**Reporting Period:**

**2003**

**Fourth Quarter**

**I. Performance Initiatives**

**Page 2 - 9**

**II. Personnel Status**

**Page 9 - 12**

**III. Financial Performance**

**Page 13 - 14**

**IV. Department Director Review**

**Page 14 - 15**

**Departmental Quarterly Performance Report**  
**Department Name: General Services Administration**  
**Reporting Period: 2003 Fourth Quarter**

**MAJOR PERFORMANCE INITIATIVES**

**Describe Key Initiatives and Status**

Check all that apply

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

**Increase customer satisfaction with service tickets and work order:**

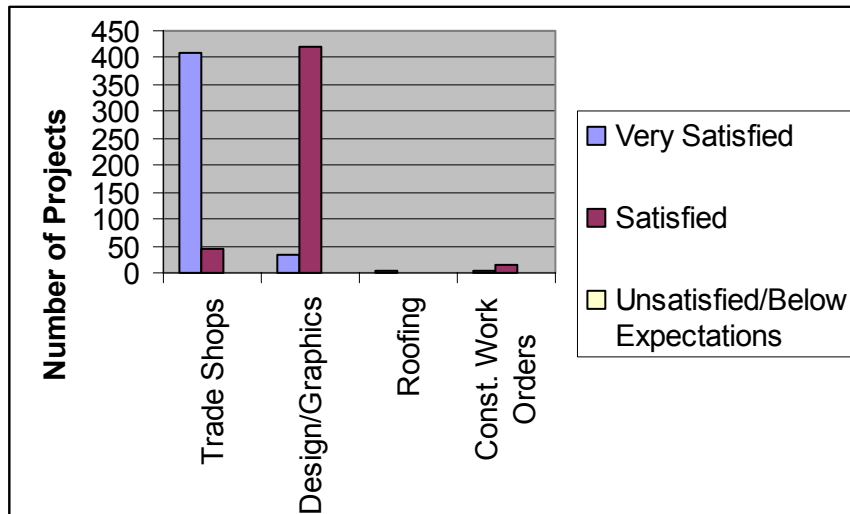
- A. Establish baseline for customer satisfaction with services rendered.
1. Monitor projects more closely and increase communication with customers
- CMRS continues to meet with all project managers and design supervisors to review status of each work assignment. Monthly meetings are held with User Agencies for status and funding update purposes.
2. Provide user with survey at the completion of each project and follow up to ensure that it is completed.

Survey results July 2003 – September 2003

	Very Satisfied	Satisfied	Unsatisfied/Below Expectations
Trade Shops	409	44	0
Design/Graphics	32	419	0
Roofing	3		
Const. Work Orders	4	14	1*
Totals:	448	477	1

Percentage: 48.4% 51.5% .1%

\* Contractor delayed a project.



- ☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)

County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

**Increase customer satisfaction with construction management services.**

- A. Develop comprehensive schedules for all projects.
1. Utilize new project management system to develop schedules and track project progress. This will allow us to track on-time performance in subsequent years.

CMRS staff is compiling individual project schedules on Microsoft Project 2000 for use in planning. Staff still meets with clients on a monthly basis for project status and updates. New Management staff is being recruited to improved project management capabilities.

- ☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)

# Departmental Quarterly Performance Report

## Department Name: General Services Administration

### Reporting Period: 2003 Fourth Quarter

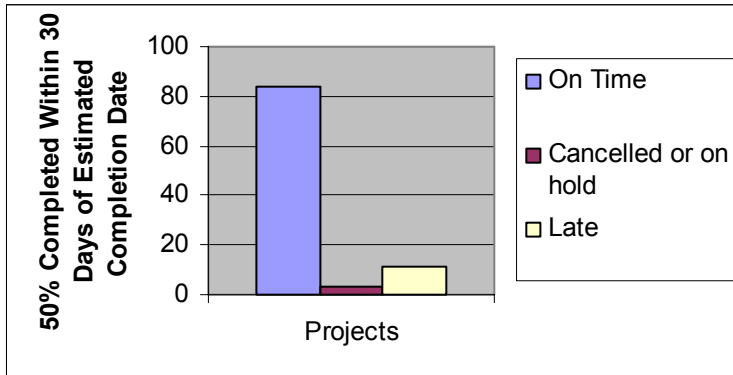
- B. Issue periodic progress reports for each phase of construction.
1. Implement new work order management system

CMRS issues monthly Executive Summary Status reports. The report tracks project status. CMRS has been moved up the list for implementation of the EAMS project, but to date we have not received an implementation time table.

- C. Complete at least 50% of the projects within 30 days of estimated completion date.
1. Issue quarterly progress reports for each construction project.

<u>On Time</u>	<u>Cancelled or on hold</u>	<u>Late</u>
84	3	11
86 %	3%	11% **

**\*\* Late Due to:** Delayed- approval from Budget and the Requesting Departments, an additional asbestos survey, an extra generator test and extra staffing relocated to the Samsung emergency project.



County Mgr. Priority (Circle One): People Service Technology Fiscal Responsibility

#### Provide for the economic acquisition and timely delivery of office supplies to user departments.

- A. Reduce delivery time from six days to four days.
1. Utilize new "spot market" supply contract which consolidates eight separate contracts.
    - The "spot market" supply contracts are in place. Prior to spot market pricing, our delivered prices were 10% less than Office Depot. Now, our delivered prices are 18% less than Office Depot U. S. Communities Pricing. During the fourth quarter we have continued with spot market pricing with resulting efficiencies maintained.
    - The average delivery time of office supplies has been reduced to four days. The fourth quarter average delivery time remains at four days.
  2. Utilize new "spot market" printer/copier supplies contract.
- Continue to use the new "spot market" printer/copier contract during this fourth quarter.

☐ Strategic Plan  
☒ Business Plan  
☐ Budgeted Priorities  
☐ Customer Service  
☐ ECC Project  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other \_\_\_\_\_  
 (Describe)

**Departmental Quarterly Performance Report**  
**Department Name: General Services Administration**  
**Reporting Period: 2003 Fourth Quarter**

<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><i>Fiscal Responsibility</i></u></p> <p><b>Reduce maintenance expense through disposal of surplus County real property</b></p> <p>A. Sell or convey 80 properties this fiscal year through competitive bidding, private sale with adjoining owners or through the Infill Housing Initiative</p> <p>During this quarter staff disposed of 50 properties through competitive bidding, private sales with adjoining owners, direct conveyances to municipalities or through the Infill Housing Initiative.</p> <ol style="list-style-type: none"> <li>Obtain blanket authorization to sell approximately 200 low value properties.</li> </ol> <p>Staff continues to try to dispose of these properties in accordance with Resolution No. 38-02, however, many of the properties are very small and of little use to anyone. Staff is in the process of compiling a new list of excess properties to present to the Board as surplus property.</p> <ol style="list-style-type: none"> <li>Put out Invitations to Bid on a regular basis making lots available for purchase for the construction of Infill Housing.</li> </ol> <p>Invitation to Bid No. 5 was presented to the Economic Development and Human Services Committee on October 15 and will be presented to the Board of County Commissioners on November 4 for award. Infill Bid No. 6 will be released on October 27<sup>th</sup> and will be offering the sale of 56 lots to the high bidders.</p> <ol style="list-style-type: none"> <li>Convey properties to not-for-profits for the construction of Infill Housing.</li> </ol> <p>GSA closed on 46 properties which were conveyed to various not-for-profit agencies.</p> <ol style="list-style-type: none"> <li>Utilize the Internet for marketing.</li> </ol> <p>Invitation to Bid No. 07-03 was posted offering the sale of ten surplus properties to the high bidder. Bids were received on five properties. The remaining five properties will be rebid in the next bid which is tentatively scheduled for November, 2003.</p>	<p><u>    </u> <i>Strategic Plan</i></p> <p><u>  x  </u> <i>Business Plan</i></p> <p><u>    </u> <i>Budgeted Priorities</i></p> <p><u>    </u> <i>Customer Service</i></p> <p><u>    </u> <i>ECC Project</i></p> <p><u>    </u> <i>Workforce Dev.</i></p> <p><u>    </u> <i>Audit Response</i></p> <p><u>    </u> <i>Other</i> _____  <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><i>Fiscal Responsibility</i></u></p> <p><b>Increase utilization of GSA managed parking facilities.</b></p> <p>A. Increase overall parking revenue by 3% over last year's revenues.</p> <ol style="list-style-type: none"> <li>Implement measures in the Marketing &amp; Revenue Enhancement Plan.</li> </ol> <p>Marketing Plan implementation continues including lot re-surfacing. Safety enhancements for attendants have been completed. Revenues for this quarter are approximately 9% lower than the same as this period last year. This downturn reflects sales of validation coupons that have seemingly reached a plateau and would most likely come in spurts.</p>	<p><u>    </u> <i>Strategic Plan</i></p> <p><u>  x  </u> <i>Business Plan</i></p> <p><u>    </u> <i>Budgeted Priorities</i></p> <p><u>    </u> <i>Customer Service</i></p> <p><u>    </u> <i>Workforce Dev.</i></p> <p><u>    </u> <i>ECC Project</i></p> <p><u>    </u> <i>Audit Response</i></p> <p><u>    </u> <i>Other</i> _____  <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><i>Service</i></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Provide safe, quality neighborhoods</b></p> <p>A. Provide accessible County facilities that comply with ADA regulations.</p> <ol style="list-style-type: none"> <li>Complete 16 barrier removal projects during the fiscal year.</li> </ol> <p>Eight barrier removal projects were completed during the fiscal year. Barrier removal projects tend to run in cycles. There are times when more time is spend on construction and other times more time is spend on surveys. One contractor (Acier Construction) abandoned 2 projects which were scheduled to be completed during this fiscal year. Both</p>	<p><u>    </u> <i>Strategic Plan</i></p> <p><u>  x  </u> <i>Business Plan</i></p> <p><u>    </u> <i>Budgeted Priorities</i></p> <p><u>    </u> <i>Customer Service</i></p> <p><u>    </u> <i>Workforce Dev.</i></p> <p><u>    </u> <i>ECC Project</i></p> <p><u>    </u> <i>Audit Response</i></p> <p><u>    </u> <i>Other</i> _____  <i>(Describe)</i></p>

**Departmental Quarterly Performance Report**  
**Department Name: General Services Administration**  
**Reporting Period: 2003 Fourth Quarter**

---

<p>of these projects are now being completed by GSA's Construction Management and Renovation Services's Shops. Another project (Advocates for Victims II) is being held up by a bonding company. Current projects seem to be larger than previous projects. One of the projects that was completed this year was the largest barrier removal project ever – the \$4 million Courthouse project; its about 20 times larger than the typical project.</p> <p>2. Review approximately 115 construction plans during the fiscal year to ensure that new construction does not create barriers and that renovations are conducted in the compliant manner.</p> <p>Only 106 plans were received for review during this fiscal year; all were reviewed for compliance with ADA guidelines.</p>	
<p>County Mgr. Priority (Circle One): <i>People</i> <u><i>Service</i></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <p><b>Becoming a more efficient, effective and ethical government.</b></p> <p>A. Maintain the County's mobile equipment fleet in the most cost effective, safe, reliable, and efficient manner possible.</p> <ul style="list-style-type: none"> <li>• Reduced light equipment maintenance work sent out to vendors by 11% over the previous fiscal year.</li> <li>• Reduced light equipment repair work sent out to outside vendors by 8% from the prior quarter.  These reductions resulted in lower internal costs to Fleet Management and their customers – outside labor cost averages \$65 an hour plus parts and air conditioning work is labor intensive. Fleet's labor rate and the contracted parts prices are both lower than what the dealerships charge.</li> </ul> <p>Light equipment air conditioning and front end alignment work are the two repair categories that Fleet is performing in-house, to the largest extent possible. The reason for performing this work at the Fleet shops vs. dealerships is as follows:</p> <ul style="list-style-type: none"> <li>-It costs less to do these repairs in-house,</li> <li>-There is a reduction in vehicle downtime,</li> <li>-The work does not required high skilled technicians as other more complex repairs, and</li> <li>-The quality of the repairs is better (Fleet was experiencing quality issues with the alignment jobs being contracted out).</li> </ul> <p>B. Provide on-going technical training for mechanics and other production staff.</p> <ul style="list-style-type: none"> <li>• Achieved an 80%increase in technical training courses for the mechanics and other production staff: training for the 4th quarter of FY 2002-03 included 153 employees in 9 different classes compared with training for the 4th quarter of FY 2001-02 which included 89 employees in 5 different classes.</li> </ul>	<p><u>   </u> <i>Strategic Plan</i>  <u>  x  </u> <i>Business Plan</i>  <u>   </u> <i>Budgeted Priorities</i>  <u>   </u> <i>Customer Service</i>  <u>   </u> <i>Workforce Dev.</i>  <u>   </u> <i>ECC Project</i>  <u>   </u> <i>Audit Response</i>  <u>   </u> <i>Other</i> _____  <i>(Describe)</i></p>

**Departmental Quarterly Performance Report**  
**Department Name: General Services Administration**  
**Reporting Period: 2003 Fourth Quarter**

<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <p><b>Review All Parking Operations:</b> Review parking operations and prepare a report on marketing and revenue initiatives.</p> <p>Implementing the following recommendations:</p> <ul style="list-style-type: none"> <li>- preparing to do signage at the Cultural Center &amp; 140 West Flagler garages</li> <li>- implemented some accounting procedures; others pending</li> <li>- preparing for the implementation of discount rooftop parking</li> <li>- minor booth enhancements in the planning stage</li> <li>- preparing specifications to bid planned security enhancements at the State Attorney/Public Defender's building</li> </ul> <p>Revenues from coupon sales have leveled off.</p> <p>Working with the County Attorney's Office on the refund of the City of Miami Surcharge to patrons; draft agreement sent to the City of Miami for approval and for submission to the Court for final approval.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input checked="" type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): People Service Technology <u>Fiscal Responsibility</u></p> <p><b>Leasehold Analysis and Space Measurement Services:</b> Review of County managed leases to identify opportunities for savings relative to space measurement, common area maintenance, operating expenses, and other leasing issues.</p> <p>Based on the results of the 20 spaces that were measured, staff concluded that there were not significant discrepancies in the square footages in the existing leases and the measurements of the consultant. Therefore, it is staff's opinion that it is not cost or time effective to utilize this service on a regular basis when negotiating leases. No further action has occurred since the last quarter.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input checked="" type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): People Service Technology <u>Fiscal Responsibility</u></p> <p><b>Subrogation Recoveries:</b> Use of outside counsel to pursue subrogation recoveries above threshold/use of small claims court.</p> <p>Outside counsel: Claims value of cases assigned since April 2002 = \$572,017. Anticipated recoveries since April 2002 = \$252,357. Anticipated recoveries can only be estimated because those monies cannot be recovered until final judgment is received from the court of jurisdiction. After the final judgment is received, staff must wait for the individuals to start making the payments.</p> <p>Small claims: Claims value of cases pursued through small claims since April 2002 = \$311,411. Anticipated recoveries since April 2002 = \$180,974.</p> <p>It should be noted that in many cases, recoveries are received in the form of time payments and full value of recovery will be reflected over time.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input checked="" type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>
<p>County Mgr. Priority (Circle One): People Service Technology <u>Fiscal Responsibility</u></p> <p><b>Return to Work:</b> Implementation of Return to Work Program</p> <p>Our last attempt to recruit was unsuccessful; we did not have any qualified applicants. Based on the County's current hiring restrictions, we are not permitted to recruit for this position.</p>	<p><input type="checkbox"/> Strategic Plan</p> <p><input type="checkbox"/> Business Plan</p> <p><input type="checkbox"/> Budgeted Priorities</p> <p><input type="checkbox"/> Customer Service</p> <p><input type="checkbox"/> Workforce Dev.</p> <p><input checked="" type="checkbox"/> ECC Project</p> <p><input type="checkbox"/> Audit Response</p> <p><input type="checkbox"/> Other _____</p> <p>(Describe)</p>

**Departmental Quarterly Performance Report**  
**Department Name: General Services Administration**  
**Reporting Period: 2003 Fourth Quarter**

<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <u><i>Technology</i></u> <i>Fiscal Responsibility</i></p> <p><b><u>Veeder-Root Fuel Inventory System:</u></b> Install the Veeder-Root automated fuel storage tank inventory control and reconciliation system at 29 County fuel sites.</p> <p>Completed the installation of the enhanced hardware and software for fuel reconciliation capability at 25 of the 29 fueling sites, with 4 Water and Sewer conversions pending. Upon completion of these 4 installations, GSA Fleet will have complete centralized access to all fuel sites to manage fuel inventory.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i>  <input type="checkbox"/> <i>Business Plan</i>  <input type="checkbox"/> <i>Budgeted Priorities</i>  <input type="checkbox"/> <i>Customer Service</i>  <input type="checkbox"/> <i>Workforce Dev.</i>  <input checked="" type="checkbox"/> <i>ECC Project</i>  <input type="checkbox"/> <i>Audit Response</i>  <input type="checkbox"/> <i>Other</i> _____  <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><i>Fiscal Responsibility</i></u></p> <p><b><u>Contaminated Oil Filtration System:</u></b> Install specialized oil filtration technology on heavy equipment to reduce the frequency and cost of oil changes.</p> <p>Project is progressing: During this quarter, six new Puradyn installations were done on SWM trucks. Currently, the departmental breakdown of the trucks retrofitted at our shops with the Puradyn system is: 75 Fire Department, 508 Solid Waste, and 10 MDTA. GSA will continue installations based on the type, age, and use of the equipment and will explore the implementation of Puradyn on trucks assigned to other departments.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i>  <input type="checkbox"/> <i>Business Plan</i>  <input type="checkbox"/> <i>Budgeted Priorities</i>  <input type="checkbox"/> <i>Customer Service</i>  <input type="checkbox"/> <i>Workforce Dev.</i>  <input checked="" type="checkbox"/> <i>ECC Project</i>  <input type="checkbox"/> <i>Audit Response</i>  <input type="checkbox"/> <i>Other</i> _____  <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><i>Fiscal Responsibility</i></u></p> <p><b><u>Energy Performance Contracting:</u></b> Implementation of Energy and Water Saving Measures for County Facilities</p> <p>Projects continue at a wastewater treatment plant, the Fire Department, and the Police Department Headquarter Buildings, 10 Libraries, and 11 GSA operated buildings. A work order has been issued to start work at the TGK Correctional facility and 30 fire stations. Recommendations are being reviewed for retrofits at an additional wastewater treatment plant, police stations and several Miami International Airport Buildings.</p> <p><b>Savings for the Quarter:</b> \$485, 000      <b>FY 2002-03 Savings:</b> \$1,300,000.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i>  <input type="checkbox"/> <i>Business Plan</i>  <input type="checkbox"/> <i>Budgeted Priorities</i>  <input type="checkbox"/> <i>Customer Service</i>  <input type="checkbox"/> <i>Workforce Dev.</i>  <input checked="" type="checkbox"/> <i>ECC Project</i>  <input type="checkbox"/> <i>Audit Response</i>  <input type="checkbox"/> <i>Other</i> _____  <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <i>Service</i> <i>Technology</i> <u><i>Fiscal Responsibility</i></u></p> <p><b><u>Divest of Surplus Lands:</u></b> Review the inventory of County-owned surplus lands and divest these properties where practicable.</p> <p>GSA has a list of approximately 132 properties that have been rejected by the Infill Housing Committee for which staff will be requesting blanket authority to declare surplus and sell via competitive bidding or through negotiations with the adjacent property owner, when applicable, or via conveyance to the municipalities. Staff had intended to present a new list to the Board in October; however, due to shortages in staffing, the item has been delayed. Staff expects to have the agenda item ready for a December Committee meeting.</p>	<p><input type="checkbox"/> <i>Strategic Plan</i>  <input type="checkbox"/> <i>Business Plan</i>  <input type="checkbox"/> <i>Budgeted Priorities</i>  <input type="checkbox"/> <i>Customer Service</i>  <input type="checkbox"/> <i>Workforce Dev.</i>  <input checked="" type="checkbox"/> <i>ECC Project</i>  <input type="checkbox"/> <i>Audit Response</i>  <input type="checkbox"/> <i>Other</i> _____  <i>(Describe)</i></p>
<p>County Mgr. Priority (Circle One): <i>People</i> <u><i>Service</i></u> <i>Technology</i> <i>Fiscal Responsibility</i></p> <ul style="list-style-type: none"> <li>Materials: Marketing of goods and services to all County Departments and to the municipalities within Miami Dade County.</li> <li>Materials: Expanding surplus marketing via the Internet.</li> </ul>	<p><input type="checkbox"/> <i>Strategic Plan</i>  <input type="checkbox"/> <i>Business Plan</i>  <input type="checkbox"/> <i>Budgeted Priorities</i>  <input checked="" type="checkbox"/> <i>Customer Service</i>  <input type="checkbox"/> <i>Workforce Dev.</i>  <input type="checkbox"/> <i>ECC Project</i>  <input type="checkbox"/> <i>Audit Response</i>  <input type="checkbox"/> <i>Other</i> _____  <i>(Describe)</i></p>

# Departmental Quarterly Performance Report

Department Name: General Services Administration

Reporting Period: 2003 Fourth Quarter

<p>County Mgr. Priority (Circle One): People <u>Service</u> Technology Fiscal Responsibility</p> <ul style="list-style-type: none"> <li>Materials –             <ul style="list-style-type: none"> <li>One employee sent to training for variable data printing.</li> <li>One employee sent to forms management training.</li> <li>All employees receive monthly safety briefing.</li> <li>On going training of Graphic Designers</li> </ul> </li> <li>Risk – Training received on the following topics:             <ul style="list-style-type: none"> <li>Supervisory Certification Program</li> <li>Employee Orientation</li> <li>The Administrative Assistants Conference</li> <li>New Payroll System</li> <li>Hazardous Material Refresher</li> <li>Fire Safety</li> <li>Chainsaw Safety</li> <li>Surgical approaches to knee surgeries (CEU)</li> <li>Monthly Safety Talks</li> <li>W/C Certification Program</li> <li>Return to Work – IME's and FCE's (CEU)</li> <li>Florida W/C Laws &amp; IDR (CEU)</li> <li>Florida W/C Conference</li> <li>Ethics in W/C (CEU)</li> </ul> </li> <li>CMRS –             <ul style="list-style-type: none"> <li>Plumbing Certification classes for License renewal</li> <li>Electrical Certification classes for License renewal</li> <li>Continuity of Operations Training</li> <li>Continuing Education classes – Architecture/zoning</li> <li>Making the Connection on Disability Issues Seminar</li> <li>Computer training classes are being attended by staff to improve their PC knowledge</li> <li>County Supervisory Certification Program</li> </ul> </li> <li>FUMD –             <ul style="list-style-type: none"> <li>County Supervisory Certification courses are currently being attended by staff.</li> <li>Certified Professional Secretaries courses are currently being attended by staff.</li> <li>Maintenance Personnel staff attended In-Service Training in the areas of:                 <ul style="list-style-type: none"> <li>Introduction, Program, and Assessment to Customer Service and On-the-Job Professionalism.</li> <li>Fundamentals of Heating, Ventilation and Air Conditioning (HVAC).</li> <li>The Building Inspection Process.</li> </ul> </li> <li>Indoor Air Quality workshop attended by Building Managers and maintenance personnel.</li> </ul> </li> </ul>	<p> <input type="checkbox"/> Strategic Plan  <input type="checkbox"/> Business Plan  <input type="checkbox"/> Budgeted Priorities  <input type="checkbox"/> Customer Service  <input checked="" type="checkbox"/> Workforce Dev.  <input type="checkbox"/> ECC Project  <input type="checkbox"/> Audit Response  <input type="checkbox"/> Other _____                  (Describe)             </p>
<p>County Mgr. Priority (Circle One): <u>People</u> Service Technology Fiscal Responsibility</p> <ul style="list-style-type: none"> <li>Risk –             <ul style="list-style-type: none"> <li>Customer Service &amp; Communication</li> <li>Dealing with Difficult Clients (CEU Credit)</li> </ul> </li> <li>Administration-             <ul style="list-style-type: none"> <li>Conflict Resolution training</li> <li>FAMIS &amp; On Demand Training</li> <li>COGNOS - Impromptu, Powerplay and Decisionstream training</li> <li>Ethics training</li> <li>Time Management</li> </ul> </li> </ul>	<p> <input type="checkbox"/> Strategic Plan  <input type="checkbox"/> Business Plan  <input type="checkbox"/> Budgeted Priorities  <input type="checkbox"/> Customer Service  <input checked="" type="checkbox"/> Workforce Dev.  <input type="checkbox"/> ECC Project  <input type="checkbox"/> Audit Response  <input type="checkbox"/> Other _____                  (Describe)             </p>



**Departmental Quarterly Performance Report**  
**Department Name: General Services Administration**  
**Reporting Period: 2003 Fourth Quarter**

---

- DPR training
- Performance Evaluation training
- Elections Training
- Management Performance Evaluation training
- Payroll Re-write Implementation

**PERSONNEL SUMMARY**

***A. Filled/Vacancy Report***

NUMBER OF FULL-TIME POSITIONS*	Filled as of September 30 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	783	745	689	56	678	68	709	36	698	47

\* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

**Notes:**

***B. Key Vacancies***

**Administration:** Building Plans Processor (ADA)

**Materials:** 1-Office Supply Specialist  
1-Secretary  
1-Mail Center Clerk

**Risk:** 1 – Account Clerk  
1 – Claims Representative 1  
1 – Insurance Data Technician  
1 – W/C Claims Representative  
1 – Legal Claims Adjuster  
1 – Loss Prevention Specialist

**CMRS:** Manager, Project Management Section Starting 10/20/03  
2 - Construction Manager 2  
Clerk 4 - Interviews in Progress 10/03  
2 - Carpenters  
Plumber  
2 - Refrigeration/AC Mechanics  
2 - Electricians  
Maintenance Mechanic

**Fleet:** 3 - Heavy Equipment Technicians  
2 – Heavy Truck Tire Repairers  
1 - Fleet Management Analyst 2  
2 - Auto Parts Specialist 2  
1 - Secretary

**Departmental Quarterly Performance Report**  
**Department Name: General Services Administration**  
**Reporting Period: 2003 Fourth Quarter**

---

**FUMD:** 1 - Physical Plant Manager  
1 - Security Alarm Technician  
1 - Power System Technician  
2 - Real Estate Officers (1 acquisitions / 1 land sales)  
2 - Security Supervisors

**C. Turnover Issues**

None

**D. Skill/Hiring Issues**

**Risk:** Specialized experience required in Workers' Compensation and Liability. Pool of qualified applicants is often small.

**CMRS:** It continues to be difficult to recruit qualified Construction Manager 2 staff due to issues with salary constraints. It has also been very difficult to hire qualified Refrigeration/AC mechanics and Electricians; this too is due to salary issues.

**Fleet:** The compensation study for all Fleet mechanic classifications was finalized and pay increases, to include supplemental pay for attainment of ASE certifications, were approved. These will be effective retroactively to July 2002. It is expected that the new, competitive mechanic pay level will attract a larger number of skilled mechanics which will improve both the hiring and retention of qualified mechanics. The expeditious filling of mechanic vacancies, to include the 10 mechanic overages approved recently, is critical in reducing the excessive repairs backlog and overtime costs at the shops.

**FUMD:** The following vacant positions have been a major challenge in hiring qualified individuals with the skills, knowledge, and abilities required for these positions due to the nominal starting salaries: Security Alarm Technician, Power System Technician, and Real Estate Officers; however, the Employee Relations Department recently completed its compensation study of the Real Estate Officer classification, and, as a result, a salary adjustment was granted. A more competitive salary would encourage more qualified people to apply, thereby creating a larger applicant pool.

**E. Part-time, Temporary and Seasonal Personnel**

*(Including the number of temporaries long-term with the Department)*

**Administration:** Parking continues to retain 2 part-time positions that allow us maximum flexibility with reduced overtime. Although currently vacant, one of them should be filled within the next few weeks. Accounting will need a temp (for about two months) to transfer some data to a database that is being created.

**Departmental Quarterly Performance Report**  
**Department Name: General Services Administration**  
**Reporting Period: 2003 Fourth Quarter**

---

- Materials:** Four part time positions: one filled, three vacant. Six temps (one temp in the Copy Center assisting 20 to 30 hours per week in the bindery operation, one temp on the moving crew assisting with critical moves, one temp in office supplies assisting with special orders, two temp's in the office supply warehouse office due to a vacancy and a long term sick leave, and one temp graphic designer – considered as long term and providing employee training).
- Risk:** One seasonal/long term employee due to an employee being on maternity leave.
- CMRS:**
- **5 Electrician** - assisting the licensed journeyman with their daily tasks.
  - **4 Refrigeration/AC Mechanics** - assisting the licensed journeyman with their daily tasks.
  - **2 Carpenters** - assisting the licensed journeyman with their daily tasks.
  - **2 Clerk 3's** - located at the Shops to monitor invoices, establish a proper procurement filing system, compile the roofing documents and roof maintenance program and to aid the Secretary in assisting the 80 staff members stationed at that location.
  - **Roofing System Project Manager** also exists in the Project Management area, responsible for all roofing repairs, compiling bids and roof maintenance agreements.
- As a general rule, temps are utilized in order to provide flexibility with fluctuating work loads.
- Fleet:** Fleet has one part-time County employee, a Semi-Skilled Laborer, and two temporary, contracted clerical employees.
- FUMD:**
- **Office Support Specialist 3** at the Medical Examiner's Building - this position has provided clerical support at this location since December 02. The temp continues to provide clerical support at this facility.
  - **Office Support Specialist 3** at the SPCC – this position has tracked service tickets at this location since October 02. This temp continues to provide clerical support in the tracking of service tickets . A PATC has been requested in the 03-04 budget for this position.
  - **Maintenance Mechanic** at the Coral Gables Branch Court – this position was needed as a result of the County's acquisition of this building. The temp started in January 03. This temp continues to provide maintenance support for this facility.
  - **Plumber at the Graham Building** – this position was needed because the maintenance crew at this facility also services other GSA-managed buildings in the vicinity. Current plumbing workload necessitated the hiring of a plumber; if the workload continues at its current level, it may be necessary to add a County staff person. This person has been at this position since October 00.
  - **Executive Secretary at the Real Estate Section** – this position was

**Departmental Quarterly Performance Report**  
**Department Name: General Services Administration**  
**Reporting Period: 2003 Fourth Quarter**

---

needed to carry the workload created by a vacancy in the leasing unit. This person is responsible for all renewals of leases. This person has been at this position since December 02.

**-Clerk 4** (position title changed to Executive Secretary) in the Director's Office – this position was needed to carry part of the workload created by a staff person on maternity leave. This person has been at this position since January 01 and continues to assist the Director with secretarial functions due to the retirement of the Administrative Secretary of the division.

**-Maintenance Supervisor** at the North Dade Justice Center – this position was needed to carry part of the workload created by a critical vacancy. This person has been at this position since April 00.

**-Maintenance Mechanic** at the Joseph Caleb Center – this position was hired to perform critical maintenance work at this facility. The cost is offset by the voluntary freezing of another position. This person has been at this position since August 00.

**-Maintenance Mechanic** at the Gerstein Justice Center – this position was needed to carry part of the workload created by a critical vacancy. This person has been at this position since November 99.

**-Maintenance Mechanic** at the South Dade Government Center – this position was needed to carry part of the workload created by a staff person on extended medical (unpaid) leave. This person has been at this position since July 01. The temporary position has been deleted and the position has been filled with a full-time County employee as of July 1, 03.

**-Building Manager 1** at the Graham and Public Defender Buildings. This position was needed for operational continuity due to the retirement of a long time career county employee at the end of July, 03.

***F. Other Issues***

None

**Departmental Quarterly Performance Report**  
**Department Name: General Services Administration**  
**Reporting Period: 2003 Fourth Quarter**

---

**FINANCIAL SUMMARY**

(All Dollars in Thousands)

	PRIOR YEAR  Actual	CURRENT FISCAL YEAR						
		Total Annual Budget	Fourth Quarter		Year-to-date			
			Budget	Actual	Budget	Actual	\$ Variance	% of Annual Budget
<b>Revenues</b>								
Carryover	7,114	1,793	448	0	1,793	7,249	5,456	404%
Proprietary	3,405	3,526	882	466	3,526	3,614	88	102%
Vehicle Charges	25,093	28,805	7,201	7,727	28,805	25,804	-3,001	90%
Int. Svc. Charges	137,605	132,631	33,158	63,378	132,631	142,114	9,483	107%
GF Subsidy	375	368	92	367	368	367	-1	100%
<b>Total</b>	173,592	167,123	41,781	71,938	167,123	179,148	12,025	107%
<b>Expense*</b>								
Personnel	43,266	45,490	11,372	12,295	45,490	44,149	-1,341	97%
Other Operating	97,703	92,363	23,091	25,627	92,363	98,297	5,934	106%
Capital	22,367	29,270	7,318	4,664	29,270	23,694	-5,576	81%
<b>Total</b>	163,336	167,123	41,781	42,586	167,123	166,140	-983	99%

\* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

**Departmental Quarterly Performance Report**  
**Department Name: General Services Administration**  
**Reporting Period: 2003 Fourth Quarter**

---

**Equity in pooled cash (for proprietary funds only)**

Fund/ Subfund	Prior Year	Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
050-001	818	-14	-664	2537	611
050-002	601	2,048	2,685	228	518
050-003	236	337	175	235	684
050-005	414	-1,636	-3,624	-6,081	326
050-009	276	107	-78	-267	22
050-010	67	-5,178	-13,797	-21,886	819
050-011	896	-72	-621	1,170	554
050-012	-195	-3,380	-1,067	-3,562	5,511
050-013	296	120	-35	-231	274
050-014	520	312	283	403	577
050-015	2,959	1,803	2,998	3,666	2,530
050-016	78	-9	-100	-503	54
050-017	158	135	659	2,150	522
050-018	-408	-1,004	-1,151	-1,766	254
050-019	-1,350	-1,309	-1,012	-918	783
050-020	160	160	-24	-24	1404
050-021	0	0	35	-30	-175
030-001	5,510	12,477	12,937	3,551	5,026
030-002	335	716	1,100	888	435
030-003	130	204	251	199	109
030-004	1,119	1,257	1,397	1,309	1,329
<b>Total</b>	<b>12,620</b>	<b>7,074</b>	<b>347</b>	<b>-18,932</b>	<b>22,167</b>

**Comments:**

- Actual carryover is recorded as having been 'received' in the first quarter. Budgeted carryover is split among quarters to reflect equal quarterly budgets.
- The equity on cash positions (deficits) reflect the fact that many of our revenues are not received until the end of the year.
- The percent of annual budget was calculated as the year-to-date actuals as a percentage of the annual budget.
- Budget numbers include a mid-year supplement of \$10.58M, a \$3.8M reduction for the Fleet Fire Shop transfer and \$290 increase for the Elevator Section from the Building Department.

**STATEMENT OF PROJECTION AND OUTLOOK**

**The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:**

**Notes and Issues:**

- GSA submitted a mid-year supplement request of \$7.08M for the Vehicle Replacement Trust. The expenditures have been covered by transfers from departments.
- Except for FUMD, Physical Plant Section, GSA expects to be able to cover projected expenditures with projected revenues. In the case of FUMD, certain expenditures stemming

## Departmental Quarterly Performance Report

**Department Name: General Services Administration**

**Reporting Period: 2003 Fourth Quarter**

---

from electrical increase and application of the Living Wage Ordinance, will give rise to higher than budgeted experience levels.

- c. Fleet production vacancies are currently costing more than the filled positions and as such the 5.25% proposed attrition level for Fleet is unattainable unless operations by other County departments, specifically Police and Solid Waste, are reduced. Furthermore, Transit's project to transfer the minibus maintenance from Fleet to the Penske Company has not been completed, and maintenance for 60 additional minibuses must be absorbed by Fleet's Heavy shops. Recruitment plans for the division, critical in order to meet service level demands from other departments, are to expeditiously fill all production/revenue producing vacancies to include a portion of the 10 mechanic overages that were recently approved.
- d. The recently approved compensation package for the mechanic and supervisor classifications in Fleet will be retroactive to July, 2002. It is estimated that the retroactive amount of the pay increases for the five classifications involved, to include fringes and overtime, will total approximately \$1.3M in the 03/04 fiscal year. This amount was largely unbudgeted and the financial impact may require a budget supplement later this year. In addition, the labor rate charged on vehicle repairs will also increase this fiscal year mainly as a result of the increased salaries cost incurred by the division.
- e. The subsidizing of other County operations by Fleet Management is a direct threat to the existence of the division, and this practice directly impacts Fleet's ability to maintain acceptable charges to our customers. High Fleet charges will be used as a justification by other County departments to obtain vehicle maintenance services elsewhere. Currently Solid Waste Management and Water and Sewer are reviewing this possibility. Specifically, SWM is setting up a pilot program to be implemented later this year to compare garbage truck repair costs performed in-house at the Fleet shops vs. repair costs charged by an outside vendor.
- f. The additional \$2.4M transfer to COR next fiscal year represents a total transfer of \$4.5M from the Vehicle Replacement Trust fund which can only be achieved by a reduction in the purchase of new vehicles earmarked for replacement. Fleet Management is in the process of analyzing vehicle requirements for this new fiscal year by reviewing all 2004 Model year vehicle requests made by the departments as well as the vehicle turn-ins from the 10% County Manager vehicle turn in mandate, to generate the total 2004 model year vehicles to be purchased, by equipment type.
- g. The first of three payments to repay the \$3M (OMB mandated) loan from Fleet to MDPD from our Vehicle Replacement Program was made and applied to the 02/03 fiscal year. Two more payments are due by MDPD, one this year and one the next, to pay off the balance of the \$2M still owed. Fleet Management is very concerned that a continuing program of funding MDPD or other departments via transfers from the Vehicle Replacement program will eventually deplete the available funds for purchasing vehicles.

### **DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

\_\_\_\_\_  
Signature  
Department Director

Date \_\_\_\_\_